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Director of Training

18 January 1954

External and Language Training Division

Costs at Harvard Advanced Management Program

1. A comparison of the costs at the Harvard program for the three CIA representatives at recent sessions reveals the following:

a) Direct charges of the course assessed by the University total \$1253.50. This includes Tuition-\$1000, University Medical Fee-\$18.50, Advanced Management Association Dues-\$110, books and supplies-\$125. The last two items are the maximum amounts in each case.

b) Our two most recent representatives, Mr. Houston and [redacted] were allowed transportation cost for one round-trip to Boston and per diem at \$9.00 for the whole period. Both of them returned to Washington for several days so that their per diem was less than it would have been had they remained at Harvard for a total of ninety days, which would have amounted to \$810. Instead they received \$623 and \$729 respectively.

2. These figures add up to a total of \$2063.50 as a maximum for which the Office of Training will reimburse our representatives. The Harvard catalog says that the cost of room and meals may be expected to vary from \$725 to \$975. A \$9.00 per diem for ninety days totaling \$810 is recommended as a fair amount since it is not our purpose to reimburse our representatives for every personal expense while they are away from Washington, but rather to add to their salary an amount which represents their extra expenses for meals and lodging over and above normal living costs for the period.

3. It is therefore recommended that candidates for the Harvard Advanced Management Course be advised that the Office of Training will advance funds to the above amount only, subject to changes in the costs stated in the University catalog, and an accounting of amounts paid for required books and supplies and the amount of dues assessed for the Advanced Management Association.

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msg to Chairman / RSB 1/19/54

"This recommendation seems more than

reasonable for [redacted] put into effect " m B